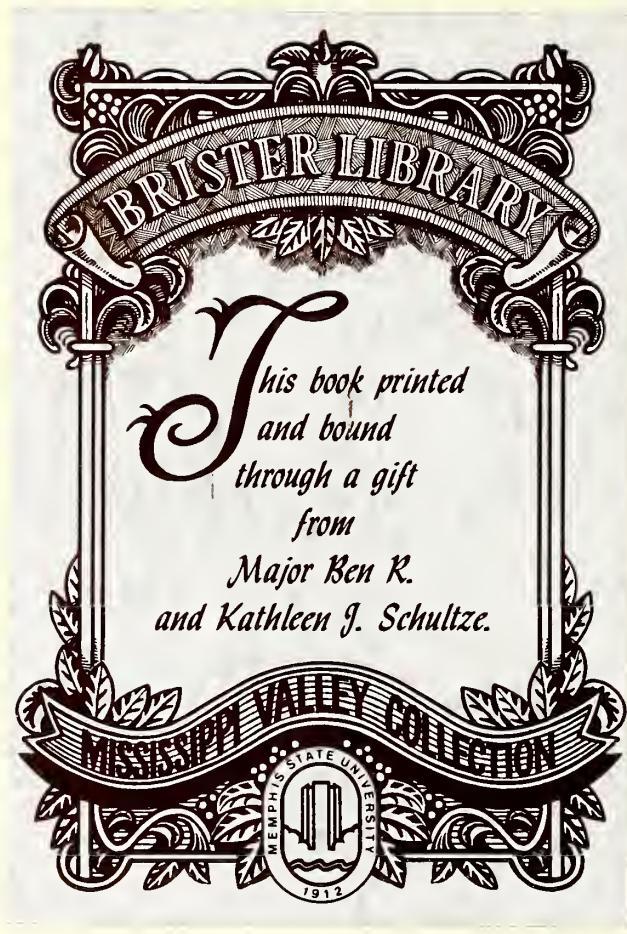


ORAL HISTORY OF THE TENNESSEE VALLEY AUTHORITY
INTERVIEWS WITH
HAROLD C. FRINCKE

BY - CHARLES W. CRAWFORD
TRANSCRIBER - SHARON HESSE
ORAL HISTORY RESEARCH OFFICE
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INTERVIEWS WITH HAROLD C. FRINCKE

DECEMBER 30, 1970

BY CHARLES W. CRAWFORD

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PLACE Knoxville, Tenn.

DATE Dec. 30, 1970.

Harold C. Frincke
(Interviewee) Harold C. Frincke

Charles W. Crawford
(For the Mississippi Valley Archives
of the John Willard Brister Library
of Memphis State University)

THIS IS THE ORAL HISTORY RESEARCH OFFICE OF MEMPHIS STATE UNIVERSITY. THIS PROJECT IS "AN ORAL HISTORY OF THE TENNESSEE VALLEY AUTHORITY." THE PLACE IS KNOXVILLE, TENNESSEE. THE DATE IS DECEMBER 30, 1970, AND THE INTERVIEW IS WITH MR. HAROLD C. FRINCKE, FORMERLY WITH THE TENNESSEE VALLEY AUTHORITY. THE INTERVIEW IS BY DR. CHARLES W. CRAWFORD, DIRECTOR OF THE MEMPHIS STATE UNIVERSITY ORAL HISTORY RESEARCH OFFICE, AND WAS TRANSCRIBED BY MRS. SHARON HESSE.

CRAWFORD: Mr. Frincke, I suggest that we start by summing up the background that you had before joining TVA. You might start with when and where you were born and go from there through your education and experience.

FRINCKE: Well, I was born in New York City, November 20, 1906, and I was brought up in the metropolitan area around New York, Long Island and Westchester County. I went to Cornell University and got my degree as Bachelor of Landscape Architect. At that time Cornell was one of the foremost schools of landscape architecture. After graduation I worked with the Westchester County Park Commission. The Westchester County Park Commission was one of the pioneers in parkway and county park development work.

From there the depression had started, and I decided to go to Europe. So a friend of mine and I spent six

months touring all of the major countries of Europe with the objective of studying landscape architecture and reviewing the history and the sights of things that we had studied in college.

When I came back I worked with Westchester for a time and then went to Washington where I worked with the Bureau of Public Roads on the Mt. Vernon Memorial Highway which went from Washington to Mt. Vernon. From there I went to Yorktown, Virginia, where I got a job in the landscape department of the National Park Service. By then it was the depths of the depression, and it's interesting to note that I think my salary was something like \$1,500 a year, and I was living on a dollar a day.

After Roosevelt was inaugurated president and the CCC program was set up, and I was moved to Gatlinburg, Tennessee, with the Park Service with the CCC program as a landscape architect--inspector or whatever they called it, I don't remember. I worked in the Great Smokey National Park for a couple of months, at which time the TVA was being set up. It interested me from what I could read in the papers, and I was not too much interested in living in the Smokey Mountains. I just didn't like to live in the mountains. So I made an application to TVA for a job.

I'd like to intersperse an interesting thing here. I had told my father at the time I'd like to work for this TVA. He said, "Well, why don't you find out who your congressman is

and who the senators are and write them. Maybe they'll help you get a job with TVA. So I wrote letters to them. I really don't remember, but I don't believe that I got any response; perhaps I got acknowledgements of my letters, but they certainly were of no significance toward my getting a job with TVA.

I came to Knoxville to the employment office at TVA and said I wanted a job, was a landscape architect, and filled out one or two forms, and, I think, within a week I got a letter to come in for an interview with Mr. Earl S. Draper. Mr. Draper was the head of the Land Planning and Housing Department, and he recognized the former organizations for whom I had worked--the National Park Service and the Westchester County Park Commission--and he recognized that my training was something that he could use, so I was employed.

Obviously having been out of school only four or five years, I was still a young fellow. I was not a leader at that time; I was just one of the boys that was interested in doing a professional job.

CRAWFORD: Do you remember what year that was?

FRINCKE: I came with TVA in September, 1933.

CRAWFORD: That was about as early as you could have possibly started.

FRINCKE: Yes, there are a few boys still here with TVA that came in, say, August. As you know the TVA act was passed in May 1933, and it did take some time to get an organization together. As a matter of fact, the Land Planning and Housing Department was not thoroughly set up at the time so I was asked to work out in La Follette, Tennessee as just a topographical draftsman until the Land Planning and Housing Division was organized sufficiently to put me to my professional work. I was assigned to drafting work for a month or two prior to actually performing my professional work.

CRAWFORD: That was at La Follette, was it?

FRINCKE: That was at La Follette, Tennessee.

CRAWFORD: Can you tell me something about your work in that month--what you did when you were at La Follette.

FRINCKE: I was just a draftsman drawing up topographic maps. It was just purely mapping. I wasn't in the field; I was just on a drafting table drawing contour lines on maps. And in those days this was a little more tedious than the highly perfected type of topographic work that they do now. It's all pretty much mechanized now.

CRAWFORD: I suppose the area had not been well mapped at that time.

FRINCKE: No, there were hardly any detailed maps. Of course, I really didn't know at that time. Since that time I learned that there were no reliable and detailed maps of the area except what the Corps of Engineers had provided TVA. As you probably know, the Corps of Engineers had studied the Tennessee Valley to a considerable extent, as they probably had other parts of the country, so there were some general type maps of the area. As a matter of fact, I think the early maps for Norris Reservoir were the Corps of Engineer's maps. But when you start building a dam you need a great deal more topographical information than what these initial maps showed, so this was new detailed topography, not only for the dam site but also for the town of Norris.

CRAWFORD: After that month at La Follette what did you do?

FRINCKE: I was called into Knoxville, and the first program that I was put on was to design an access road from Cole Creek to the dam site. It's the nearest town, or nearest railhead, to Norris Dam site, and there were no roads from one to the other. The principal need was not only for access to the site for employees but to bring cement and other materials and equipment. The cement would be delivered to the rail yard in Cole Creek. The name Cole Creek has long since been changed to Lake City. The cement would be brought by rail to the yard there and then transferred by truck to the dam site. They needed a pretty heavy type of road to accommodate these trucks and carry this tremendous

volume of cement, and my job was to locate this road from Lake City to the dam site.

Now, I might mention this about the engineers.

CRAWFORD: Yes, sir.

FRINCKE: It probably seems unusual that with my training as a landscape architect I was assigned to locate the road as against an engineer doing road location. As a matter of fact, my immediate boss was a civil engineer, but his background experience was similar to mine and was involved with parkway location work, so he understood my point of view in landscape architecture as related to highway location work.

The significant thing that I recall about this access road--well, there were several, of course--but the one was that in those days when building a highway, it was customary to allow the grading work and fills to settle for 6 months before putting the pavement down. This was the first road of any consequence in the country that was graded and paved in a continuous operation. I suppose you can get more out of this from other civil engineers--but the fills were made by layering it in six-inch layers and rolling it for compaction as it was being filled. In that it was an unusual type of road it was of some significance to the highway industry because of the methods we used. Furthermore, the speed at which it was built was unique. It created some kind of a record. How many miles it was, I don't remember--perhaps four and was completed in a record period of time. Of course, today

with the heavy machinery, it would not be significant.

After this road came in operation, the next program was to build a road from Knoxville towards the dam because the route from Knoxville to the dam was rather circuitous. It was over inferior country roads. We were called upon to locate what is now known as the Norris Freeway.

As you know, the TVA was not only interested in building dams but also in resource development, which you probably have covered in other interviews, but we in TVA were concerned with doing things better than they had been done before. Even back in 1933, there was a lot of criticism of highways and invasion of private interests along highways. So, it was decided that this access road from near Knoxville to the dam would be a new kind of road with respect to access. A Mr. Tracy Augur, who was a planner in the office, a very fine gentleman, introduced this word "freeway" and the freeway principle which was to be applied to the design of this road. Parkways had been built before with controlled access--this was not new--but a freeway was a new idea.

CRAWFORD: Was this a new word and a new idea both at that stage in highway development?

FRINCKE: Yes. In those days, and I think it applies now, a parkway was for passenger cars only. It had controlled access and a wide right-of-way. The idea of a freeway was to have

a highway that could be used for commercial vehicles as well as private vehicles but that the access would be controlled; in other words, that an adjacent owner could not drive into this highway at any place that he wished as on a normal highway.

So, in buying the right of way for this freeway from Knoxville to the dam, part of the deeds of acquisition limited the owners access to the roadway to one or two specific locations so that he did not have the freedom of coming onto this new road at random. He could come in at these specified locations. We designed not only the road itself but also the locations of each adjacent owner's access to the road. The objective was to limit and reduce the number of access locations thus facilitating more freedom of travel on the road itself.

This, of course, was a novel idea, and it made the purchase of the right-of-way very difficult because it was not understood. It met a great deal of resistance from the owners.

The Knox County end of the right-of-way was purchased by the county itself in the name of the county, and for the Anderson County portion--I think TVA furnished the money, but the land was purchased in the name of Anderson County.

CRAWFORD: Did this involve some new legal planning?

FRINCKE: Well, not at this point. I think the acquisition of the land introduced a few stipulations or clauses that were never in use before particularly as related to controlled

access by adjacent land owners.

Let me diverge a minute to indicate the type of construction that was involved here that today would be called primitive. One section of the road was graded with the use of mule teams and one-yard dump wagons, and it is hard to realize that only thirty-five years ago they were building roads with mule teams and wagons.

CRAWFORD: Was that common in construction at the time?

FRINCKE: Yes, as the steam shovels and mechanized earth-moving equipment had not yet been begun, or at least was very limited. There used to be some steam shovels that made a lot of noise that were used at the dams and heavy barrow operations, but just for highway work, which was a relatively small type of construction, mechanized earthmoving machinery was in its infancy. And I think a yard of dirt used to be moved at 50¢--something of that sort. Well, now I don't know what prices are, but it's gotten to be extremely low when it can move it in great volumes. That's a diversion on the construction methods of the Norris Freeway. I think it's rather significant historically.

CRAWFORD: Why was the road building done under your department rather than being done by the engineers?

FRINCKE: That probably was an administrative decision as most of TVA's engineers were busy designing and building Norris Dam. The Land Planning and Housing Division or Department was concerned with the development of housing in the town of Norris. I'm sure you'll get other people who will tell you about the development of the town of Norris, but the creation of the town of Norris was a new concept. The creation of the freeway design was also a new concept that was brought out by those planners and designers in the Land Planning and Housing Division. Men like Earl S. Draper, Tracy Augur, who had these ideas, and could take them and illustrate and demonstrate that here's a chance to produce new things that might be developed not only here in the Valley but elsewhere in the country. Here was an opportunity to develop a highway that was different than a normal highway and would be an improvement, and so this was the type of thing that the landscape architects and the planners of TVA were involved in.

CRAWFORD: There was a good deal of emphasis on planning in the early TVA.

FRINCKE: Oh yes, definitely. Of course the engineers were the number one professional group. They were doing the primary job of building the dams, and they did however prepare the drawings for building the Norris Freeway; however, the concept of the Norris Freeway--the location and the design and the type of

road involved--was different than what engineers had formerly done, and that's why they had landscape architects and planners involved. That's why it was in the Division of Land Planning and Housing rather than under the engineers directly.

CRAWFORD: How was this project received in the landscape architectural profession?

FRINCKE: Now this is a rather touchy kind of thing to think about. My former boss, Gilmore D. Clark, in the Westchester County Park Commission, was one of the finest landscape architects in the country, but he was a Republican and TVA was a Democratic undertaking. Most all of the country's landscape architects were private practitioners who were not very much interested in or in sympathy with government work.

CRAWFORD: They were more oriented toward private enterprise, I suppose.

FRINCKE: Yes. And what TVA was doing was not too popular especially by Republicans at the time. It didn't get widespread news or professional journal coverage at the time.

CRAWFORD: What about the ideas, though, that you invited in this; were they picked up?

FRINCKE: Oh yes. We can look around today and we can see that the freeway is an accepted type of highway. We were one of the very first to introduce the freeway principle in actuality. I must say that it is not as successful as many are today where people know what they are. There are some things that are wrong with our Norris Freeway that experience and design refinements have corrected.

CRAWFORD: By present standards.

FRINCKE: By present freeway standards, it could be a lot better. Furthermore, it was designed for a speed of forty-five miles an hour. In those days that was pretty fast. So, that's just one indication of its antiquity.

You asked a question about how it was received in the profession. It didn't get a great deal of national recognition, and I feel that this is attributable to political points of view, not only politics--Republican, Democrat type of thing--but also private enterprise versus government work.

CRAWFORD: Was it studied though? Did they know what you were doing?

FRINCKE: I suppose so but they weren't interested. For instance, I used to visit my former boss. A professor once told

me, "Always stop in and visit your former bosses; they always kind of like to have the young fellows come in." So I would go back and visit Gilmore D. Clark. He was very courteous and very nice to me socially, but he could care less for whom I was working for or what I did. He had no use for the TVA or anything having to do with Roosevelt's administration. I mean he just dismissed it.

CRAWFORD: Well, it was new, having landscape architecture as a part of government activity, wasn't it?

FRINCKE: Yes, although I must say in the National Park Service there were some landscape architects. I guess when you say "park" you think of landscape architects. To have landscape architects in other phases of an engineering organization such as TVA was rather a new thing, and I think it is the thing that not only applies to landscape architects, but it applies to all of the other professions. This was one of the first things that TVA did-- to get in every profession that they thought would have some way of benefitting the project and program. It was the greatest accumulation of professional people that you could conceive of in those days.

CRAWFORD: Do you know whose idea that was, to use the best of talent from many different fields in development?

FRINCKE: No. You must remember I was just one of the boys at that time, and it's just kind of hard for me to say

whose idea it was. I don't know who conceived the basic TVA idea.

CRAWFORD: It sounds rather like Arthur Morgan, though it may have been all the directors.

FRINCKE: It may be A. E. Morgan, H. A. Morgan, Lilienthal, and all of those original directors. To my mind they were my tin gods. I mean, they had a concept that today I realize was a tremendous thing, and I just admire people that have the wisdom or the foresight to see these things. They were able and willing to understand the disciplines of other professions, and I think that's the significant part of TVA--that we had all of these various professions and disciplines and that they all seemed to recognize one another. Many of them were in conflict. The engineers, the architects, the landscape architects were always in conflict over specific problems, but nevertheless they had respect for each others profession here in TVA. Because they had this respect, they consulted one another and they worked out problems which I think is a significant thing in the success of TVA.

And I've also felt it is a criticism of universities in training their professions to continue to have rivalry between schools. For example, you have the civil engineering college--it has its football, baseball or tennis team; and the architectural school has its own team, and they're always competing in school; and this competition carries over into their professions.

CRAWFORD: Which is carried over outside.

FRINCKE: And this same competitive attitude carries over into their professional world. And I think it's somewhat of an adverse criticism. I think if they eliminated this at the college level we'd end up with better engineers, better architects, and a better collaboration of professions.

CRAWFORD: I believe competition rather than cooperation is emphasized in practically all professional training, and it's probably a weakness in accomplishing large objectives. TVA was certainly able to surmount that, at least more than usual.

FRINCKE: This is the thing that I have noticed throughout the years. Of course, how it is today it's hard for me to say. I just don't know whether we have a collaboration or not. I think we've gone through various stages of this. I think, for example, we now have in TVA an architectural division which is of quite some significance after a few years of lesser significance. Right now we have an architectural division that has its own various kinds of engineers. It also had landscape architects. It has its interior decorators. It's got a variety of professions within the architectural group right alongside an engineering group, which I think is a very fine thing. Furthermore, the architectural division reports directly to the Chief Engineer.

It harkens back to the old days of land planning and housing, which was an organization headed by a landscape architect, but it had architects in it; it had landscape architects and engineers. It had electrical engineers; it had statisticians; it had sociologists; it had the whole gamut in the one division. Now, as you can well imagine, over thirty-five years there has been a change in emphasis, a breakdown into sections and then again an accumulation. There have been organizational and administrative changes along with program emphasis and budget limitations.

CRAWFORD: Yes, the administrative structure and, of course, the . . .

FRINCKE: Which is good.

CRAWFORD: Because a lot of the original purposes were carried out then over a period of time. When did you finish this Norris Freeway?

FRINCKE: The freeway was finished maybe within a year or a year and a half after it was started, and it became a very serviceable access from Norris to the dam.

An interesting feature was that TVA didn't want to continue to maintain this road. They wanted it to become part of the state highway system, but they wanted to continue the freeway principle. The state of Tennessee said, "We can't accept this

highway and retain the controlled access elements, because it is not a regular highway. All State highways permit the public to come into the traveled way at any point. So how do we solve this problem?" I don't know how it was worked out, but an act of State legislature was created and passed by the State of Tennessee, authorizing and enabling the State Highway Department to accept the Norris Freeway and operate it as a freeway.

CRAWFORD: So you did turn it over to the state highway system?

FRINCKE: Yes, it was, but it took this act of legislature to set it up so that it could continue the freeway principle. It was different from any other highway in the State of Tennessee. Unfortunately, when the state took it over, they promptly forgot all the restrictions that were involved, and it has lost some of the expected benefits due to lack of enforcement of deed restrictions relative to access.

CRAWFORD: Yes, I have noticed that recently.

FRINCKE: The state itself was quite jealous of the fact that the Federal Government came in here and built a road where they wanted to build it just because they had a lot of money to buy the right-of-way and they wanted to build it. Up until this time the business of building highways was a state prerogative, and

that was their job. Here TVA went in and just built the road without asking the state anything about it, and, of course, this didn't set too well with the state politicians. This, of course, was after the economy got moving again. They were mighty damn glad that we were spending the money to build this road at the time it was being built, but then they began to think later on, "How come these guys did this sort of thing?" And so, when they accepted the highway, they said, "Well, all right, we'll take care of your road for you." With that connotation, you can kind of see just how they took care of it.

However, it has continued to be a very successful link in the highway system. It was a very successful engineering project. It's an easy road to drive; even though it was designed for forty-five miles an hour, you can drive sixty on it, and it's still a pretty good road.

CRAWFORD: It's a pleasant road to drive over too.

FRINCKE: Oh, and that's another thing. The right-of-way is, say 100--150 feet wide, and there was some landscape planting and restoration work. The side slopes were grassed and planted, which was a novel thing in those days to plant grass on the side of the highway, and it has matured into a beautiful road. It does look good, and it looked nice in those days. Many people used to drive out just to see the Norris Freeway.

CRAWFORD: Practically all of your ideas there have been copied elsewhere, haven't they?

FRINCKE: Well, it's hard to say whether or not the principles used there were gotten from parkway type of development or things that landscape architects have conceived that would be a better way of doing things. Today they are just taken for granted. You don't know whether they came from the Norris Freeway or just the general development and demand for better highways throughout the country as a whole.

CRAWFORD: When did you complete that, and what was your next work then with TVA, Mr. Frincke?

FRINCKE: That was completed--oh, I don't know--maybe 1935, and then I went on to the relocation of the regular highway system affected by the reservoirs. Now, by that time there was quite a collaboration set-up between the State Highway Department and TVA, when we were relocating all the roads that would be flooded out in the Norris basin. We had to work with the counties and the states. The job that I was concerned with was relocating some of these major highways. These other highway projects were just normal highway relocation projects, and it was just a matter of highway location work.

In the meantime, there were other dams being built. I think Pickwick was being started, and we had an access road leading

to Pickwick dam site and I worked on its location, also highway relocations.

My assignments were gradually diverted to the development of the land around the dams themselves. This started with Norris, of course, but at the same time, we were building Pickwick Dam, and we were building Guntersville Dam. The number of dams and when they started and finished is hard for me to remember, but for a large segment of my time in TVA my principle concern was the development of the lands around the dam projects.

It started with making recommendations as to how much land should be purchased around the dam site that should be permanently owned by TVA and be a reservation that would surround the dam itself. Well, we would make recommendations as to areas of land to be purchased. This would be followed up by access road design. And as the dam was being designed and constructed, we would work with the engineers on its particular shape and its particular characteristics to develop the grounds around the principle elements of the structure.

Now, here came another new thing for TVA. Up until this point the Federal Government was the major dam builders. They had been building many projects, mostly by the Corps of Engineers, and as far as I know they always put a fence around their projects. Nobody could see them. This was a government thing--"Keep out." I don't know where it started, but TVA said, "Wait a minute, this project is being built with money from the taxpayers of the United States; they ought to be able to see where their money is going,"

so this idea of inviting the people to go to see a government project was a novel idea. Today you take it for granted. You would object if you couldn't see what was being done, but in those days this was quite a novelty to be able to go and see what the government was building so this is a new idea that TVA started. There used to be fences around government projects--and now as a result of TVA's concept most all government projects are open to the public.

Well, with this in mind, this involved acreage recommendations for land around a project so at a dam site we say we're going to invite the public in to see this project. They will have to have roads into it; they'll have to have parking lots; they'll have to have other facilities that go along with whatever visitors want to see and do there. At that time, my major work was to design these facilities that would serve the public who would be visiting the project.

There were, of course, some who questioned whether this was a good idea or not, so we were experimenting in a way. It turned out to be a very successful thing, because we found Norris was extremely popular.

CRAWFORD: Was Norris your first project?

FRINCKE: Yes. Yes, Norris was, of course, the very first TVA project, and it was very popular during its construction. Then we said, "Well now, it's finished. Will they come see it?"

As a matter of fact, it became more and more popular after it was finished than it was during construction. Now, I must say that when the public goes out and finds a picnic table and nice overlook and water where there never was water before, you're providing a pretty good attraction. So I must say, indeed, that we made it attractive for visitors to come, and they did come.

And I dare to say Eastman Kodak made a hell of a lot of money from the photographs that are still taking from one or two vantage points on the project. I've often wondered why people take their own pictures when you can buy a picture of the same thing on a post card. Along with parking and viewing locations, we designed picnic areas and provided toilet facilities, all to accommodate visitors--without any charge or restriction. Our dam reservations became very popular with tourists and a TVA reservation became an "in" place to visit. It still is.

CRAWFORD: I think they still are.

FRINCKE: Is that so? Well, being a TVA man, I don't go visit these dams very often. But I think this was a contribution that TVA has made, not only here in the Tennessee Valley, but this idea of inviting visitors to dams is now being done by the Corps of Engineers. It's done by the Bureau of Reclamation and all the other agencies of the government that are building projects with public money. They are inviting the public

in. And we even have it in NASA and all of these atomic energy projects. There are very few things that the public cannot see where their money is being spent, and I think this is a good thing. It creates confidence.

CRAWFORD: How long did you work on that kind of thing, Mr. Frincke?

FRINCKE: Well, that continued throughout the rest of my career with TVA--the development around dams--and as you know, over the period of thirty-five years we've built something like twenty-nine or thirty dams and they're still building them and each of them has a reservation around them with varying degrees of public accommodations.

CRAWFORD: They still have landscape development.

FRINCKE: With so many dam projects there was a lot of public access and reservation development work throughout the continuing years. I forgot to mention that restoration of construction scars to natural landscape condition, such as grassing, tree and shrub planting was also a major undertaking on each reservation. I was concerned with this phase of landscape work also.

Let me say that during the war period this kind of thing was cut out of its immediate construction program. We did no recreational work or public facility work, but that did not

mean that we were not conscious of it. We were designing these things into the project in anticipation of the day when it could be undertaken.

CRAWFORD: After the war?

FRINCKE: After the war was over then these things were done.

But during the time we were building dams---for example, Cherokee Dam was built in record time--something like thirteen months, we, at the same time, were anticipating the public use facilities that would have to go in when it was completed or after the war and so on, so these things were being designed not only for immediate construction but for future construction during the war years.

CRAWFORD: Now, let's see. Did you do that for Fontana also?

FRINCKE: Oh yes. That was one of the major projects that I'm particularly proud of in the design work for visitor facilities--the Fontana project. That incorporated what I consider real close collaboration between dam designers and the landscape architect's concept for future public use. The engineers had to make a borrow pit to get a certain amount of earth to do a certain amount of things with, and he had to make a fill here, or he had certain specific things that were of major concern to the initial project itself, the dam.

Then we, the landscape architect--or we designing the public use facilities would say, "Well now, if you make your borrow pit in thus and so location or you make a fill in this particular shape, it can be used at a later date for another purpose in addition to just your dam requirement purpose. It could be used for other things at a later time." So, there was a very close collaboration between the requirement of public use facilities and those that were specifically required for the dam itself.

CRAWFORD: Did the engineers ever object to this on the basis of cost?

FRINCKE: Yes, we had some difficulty there, but it has to be admitted that the cost of these facilities was an added cost to the project. But I think, here again, engineers recognized that TVA was in the business of not only building dams but doing more than building dams. They were interested in the people for whom the dams were being built.

And we had engineers--(this gets back again to close collaboration)--that said, "Well now, the landscape architects, they have an objective; they have a job to do. They have to provide these public facilities." We have to build a dam as cheap as we can but we have to put the two together, and that's why we got close collaboration. And, of course, it did take at certain times certain directives from the General Manager or the

Board. The word would filter down that we're going to have these things no matter what they cost. I mean, this kind of thing gets worked out.

CRAWFORD: Did you always have the support from the General Manager that you needed for this?

FRINCKE: I don't recall that we ever had to take a difference of opinion to the General Manager for a decision. In other words, we as designers said we needed a parking lot or we needed a certain facility on the dam or we think certain things should be, and the engineer would say, "No, we can't afford it; you can't do it." And we would try to solve this amongst ourselves, and it would get to, say, the department heads and so on. But I don't think it ever got to where the General Manager would say, "No, we cannot afford to do this, and we won't do it." or "Yes, we will do it, and you engineers must . . ." I don't think it ever got to the General Manager.

CRAWFORD: Quite a bit of your work was personal relations, wasn't it?

FRINCKE: Yes.

CRAWFORD: In working with the other departments?

FRINCKE: That's right. Sometimes I felt that my bosses were a little remiss in not taking things to the General Manager. I thought, "That's his job to make decisions of this kind," but I guess when you retire you begin to think about things a little more calmly. I now think it's a pretty good idea that people work these things out before taking them to the boss to decide.

CRAWFORD: So you did have effective relations throughout, didn't you?

FRINCKE: Oh yes, and they were always--well, sometimes they got kind of rough, and other times you would sit back and say, "Well now, he's just doing his job," and personally, the men were just good guys. We all knew each other pretty well personally, and we enjoyed one another's company. We never got into any bitter things at all.

We knew what our objectives were. The engineers were undertaking their objective. Now, if the landscape architects had been in the engineering department, he wouldn't have had this kind of objective because the engineers would say, "We don't need that," and that would have been the end of it. But we had a parallel objective that had to be worked together and were.

CRAWFORD: Simply a method of working it out.

FRINCKE: That's all it involved. And as a result of this kind of an organization, I think it was successful. I'm right proud of that kind of thing having gone on.

CRAWFORD: Now, the parts that you had to defer during war-time years, when did you catch up with that work?

FRINCKE: Well, immediately after the war. As you know, when Oak Ridge no longer was needed for war purposes, immediately private industry started using more power. I don't know the economics of the thing, but we didn't have a depression; we had a rise in the economy. Things got going great guns and so TVA had a little bit more money than it used to have during the restrictions of the war. As soon as more money was made available to TVA, then we were able to spend it on deferred projects such as visitor facilities.

CRAWFORD: Were your visitor facilities used regularly after the war?

FRINCKE: Oh, yes. You see, the economy had risen and people had more money. They were driving around seeing things. They were able to go to places. They wanted to go to places and see these projects that during the war with the restriction of gasoline they had not been able to visit.

CRAWFORD: I believe there was a great increase in travel after World War II.

FRINCKE: Yes, tremendous--a surprising amount.

CRAWFORD: That did show up in your visitors statistics, I suppose.

FRINCKE: Yes. For visitor statistics, I think you can find them in some of the offices right here. There are also some people you can talk to about the visitation statistics. I wonder, do you have Mr. Bob Howes on your list to interview?

CRAWFORD: No, sir, I believe not. Has he retired yet?

FRINCKE: No, he has not retired.

CRAWFORD: Then he wouldn't be on our list because normally we wait until they complete all their work with TVA.



THIS IS THE ORAL HISTORY RESEARCH OFFICE OF MEMPHIS STATE UNIVERSITY.
THIS PROJECT IS "AN ORAL HISTORY OF THE TENNESSEE VALLEY AUTHORITY."
THE PLACE IS KNOXVILLE, TENNESSEE. THE DATE IS DECEMBER 30, 1970,
AND THIS IS INTERVIEW NUMBER TWO WITH MR. HAROLD C. FRINCKE,
FORMERLY WITH THE TENNESSEE VALLEY AUTHORITY. THE INTERVIEW IS BY
DR. CHARLES W. CRAWFORD, DIRECTOR OF THE MEMPHIS STATE UNIVERSITY
ORAL HISTORY RESEARCH OFFICE, AND WAS TRANSCRIBED BY MRS. SHARON HESSE.

CRAWFORD: Let's deal with some of your activities after the war ended, Mr. Frincke, and I'd like to get some information about the people who worked with you.

FRINCKE: I see.

CRAWFORD: And who else contributed most.

FRINCKE: Well, after the war, as I've mentioned before, the emphasis was to get started again and finish up much of the work that was deferred during the war years, largely in conjunction with dam reservation development and recreation development. Recreation began to come into its own, not only in the Tennessee Valley but also throughout the whole country; and TVA felt they ought to be leaders in this kind of thing, especially for the Valley. Great emphasis was placed on not doing it directly but to guide and to encourage the development in the Valley by itself, to get the states to build state parks, to get the counties to have county parks and the cities to develop city parks, so we were

continually conferring and working with other government agencies in the various Valley states to encourage them in their recreation programs. . The biggest thing that was done in this regard was not directly concerned with landscape architecture, but it was what TVA could do to help them, and I think the largest contribution was in making land available to these public agencies.

As you know, the land that was purchased for the reservoirs, and the reservations was bought by taxpayers' money--the people of the states, counties, cities--it was part of their money. It was justified, in my opinion and of course in the policy of TVA, to make this land available to these other government agencies for their recreation development. I think this was a tremendous contribution to the Valley to make these lands available for public use, particularly since they, in their depressed financial condition after the war, were not able to do so. TVA, in many cases, gave land and in many cases made it available to them at a minimum cost. I think in later years it became a problem to sell the lands to them for recreation purposes only.

Recreation development was a very major undertaking after the war. My part in it, principally as a designer, was to illustrate the recreational development potential of a piece of land that we were talking about to a state for the purpose of encouraging them to take it for recreational purposes. I would make a sketch design or a sketch layout of what this land could be used for in a recreation program--layout a whole thing. Now, whether they used these plans or layouts or not was not important. They were to inspire them to want

it for themselves, to do the development themselves.

CRAWFORD: It did help, didn't it, in getting them to acquire the land?

FRINCKE: Yes, it encouraged them. It gave the politicians-- those in the government positions an illustration; it gave them substantiation for what they themselves felt was a good thing for their state or county or city. It substantiated their position. They had no ammunition; they had no inspiration; they didn't know how to talk this kind of thing until we gave them the examples to sell the recreation program to their constituents.

CRAWFORD: That was done in several states, wasn't it?

FRINCKE: Yes, all of the Tennessee Valley states.

CRAWFORD: Did you dispose of this to county, state, or municipal governments?

FRINCKE: Yes, all three. I think the priority was set: first the states, then the counties, then the municipalities in the disposal of TVA's lands; then, beyond the city, a quasi-public organization, such as boy scouts, girl scouts, YMCA and that kind of thing--they were given the next choice of lands that

we were disposing of. Then beyond that came private recreation development--people that were in commercial recreation business. Then beyond that to private individuals for recreation use.

Now, this was another program where I spent a considerable amount of time, and that was in the land disposal program. I suppose you have elsewhere the importance of the surplus land disposal program of TVA. I don't know why it started. Well, let's start at the beginning. When TVA first started, it bought considerable amounts of lands around all of our reservoirs. First, in the depression it was to help out the local economy, at the same time it was for project protection purposes; expediency was also a reason. TVA ended up after the war with a lot of land that Congress or the president looked at and said, "Well, now TVA, you've got a lot more land than what you're actually using; let's have a disposal program." So, TVA entered this period of disposal of its excess lands and a determination was made of what was excess to its own specific needs--TVA in that period had to have a justification for all the lands they had acquired or program it for disposal.

CRAWFORD: Was this caused by fact that at first TVA did not know how much land would be needed?

FRINCKE: Yes, they knew what they would need to have land to contain the reservoir. It was then a question of how far beyond the reservoir it was advisable to acquire land; for example, some of these hinterlands were inaccessible at the time.

I don't think people realized that the creation of a reservoir would create a resource that was never there before, and that this resource was of value to the lands around these bodies of water. And instead of lands depressing in value, they increased in value because of the recreation resource that resulted from having water and a shore line which was never there before.

CRAWFORD: I believe recreational values were not very much appreciated in the thirties, were they?

FRINCKE: Not from an economic point of view. It was generally thought that recreation was a nice thing for recreation's sake, but they didn't realize what the economic value of it was; I don't think they knew; maybe they knew. There were planners that knew this kind of thing; I worked under them as a designer. My impression is that the economics of recreation became to be understood and that there was a great, money-wise value in recreation. This wasn't recognized in the early years of TVA.

I guess we can think back to Teddy Roosevelt and the start of the National Park Service and the Forest service. It was a conservation point of view then in which recreation was a sideline, now recreation has gotten a recognition in itself, that it is also a business and that there was an economic value to it. The money involved with this kind of thing was brought out, for example, in the increase in value of lands that were adjacent to water.

CRAWFORD: When do you believe this change or realization took place?

FRINCKE: In my opinion it came shortly after the war or when people began to get more affluent, when they had time to look around. I think we have a reflection of that today in our young people. They don't have to worry about making a living, and so they're thinking about other things that are significant to them and their times. I think this began after the war when people started to be more interested in having things rather than emphasis on making a living.

CRAWFORD: I believe recreation did have a fairly small place in American development for a long time throughout the nation and not just the Tennessee Valley.

FRINCKE: That's right, this change in thinking and attitude is nationwide, and, of course, at TVA we like to feel we were leaders to a large extent. We certainly were the leaders for the states and the counties and the communities of the Valley. We led them to realize this change going on.

CRAWFORD: Did you extend this beyond what TVA could have done itself by involving other governments or involving other government units?

FRINCKE: No, I don't understand that question exactly.

CRAWFORD: By involving the states and the counties, I believe you did increase this beyond what TVA could have done itself.

FRINCKE: Oh, definitely. And TVA took the point of view that it was not the "Great White Father" coming in and doing these things. We wanted the people themselves to do things for themselves for then it becomes part of them, and they feel it is more theirs rather than that the "Great White Father, TVA" has just handed it to them. Something that is handed to you perhaps is not as greatly appreciated as something that you have worked for or done yourself. I think to a large extent that was the TVA attitude then and, in my opinion, a very proper and good one.

CRAWFORD: How did you decide what areas to sell?

FRINCKE: Well, this is a planning program. I personally didn't have a great deal to do with this type of thing, but there were people who were recreation planning experts. They would look at the entire reservoir in relation to the Valley, its environs in relation to the lands that TVA owned. They'd say, "Well, we should have a park in this county," or they ought to have a park this way." They made land use plans for an entire reservoir, and they would determine what they felt would be a reasonable distribution of public recreational lands around a reservoir or lake.

Then this determination was agreed upon by all the involved program divisions of TVA . . . For example, we'd make a plan of recreational lands of a reservoir, and it had to be coordinated with all of the various divisions in TVA. They would say, "Now, this piece of land, we think, should be a park. Forestry Division, do you think this should be a park, or do you need it for your program for forestry purposes?" Then we would ask the Power Division, "Is this piece of land necessary for the power program?" They might say, "Well, we need it for a future steam plant." Then it would be knocked out as a recreation area. So, there was considerable coordination of TVA divisions determining what a land use plan for a reservoir would be.

CRAWFORD: You had to check with other divisions, then, or you did check with them before you did this, didn't you?

FRINCKE: Yes. Before it was an approved plan, the plan for recreation disposal of land was checked with all other divisions so that it would not interfere with any program that the planner was not aware of. In other words, the power program had projected their future locations of dams or future locations of steam plants. The planners did not always have all of this information, so they would plan it their way, but then the Power Division would say, "Well, now, this site is for this purpose and this site is for such and such future use, and this site is needed for our program." There was certain amount of give and take or adjustment. For example, this is a good location for a park; it's also a good location for a steam plant. Are there any alternatives?

Then they would work out alternatives you see--that kind of thing. It was a very well coordinated program.

CRAWFORD: When this land was disposed of, was it generally developed in the way that you expected?

FRINCKE: Yes, I must say that we who worked in TVA, perhaps at the time were somewhat impatient. A land would be given to a state or made available to a state or a county, and it would sit there with no development at all for years. Well, they were either not ready or the urgency was not there. The political climate might not have prevailed properly, or there was a lethargy of some kind, and we got impatient in many cases that development did not start immediately. But I think over a period of years it will finally all work out, and I think it is working out.

CRAWFORD: Did you do anything to speed this process up?

FRINCKE: Oh, yes, there was considerable urging by personnel visiting the state people and the county people that were involved in this kind of thing. They were forever and a day talking with them and trying to encourage them to get organizations to get the newspaper, the press, to get others to encourage their own authorized bodies to take action to appropriate money and so on. There was a good deal of encouragement continually going on to get

the ball rolling--some cases very successfully--immediate success. And, of course, many, many factors are involved in this--political consideration and so on. For example, in the state government itself there would be an election, and the entire conservation department would be upset, and we'd get a new director in the state conservation department. His emphasis would change, and instead of developing this part, they'd go to looking at east Tennessee instead of west Tennessee and so on, so there was this kind of thing going on continually, but I think this is part of the job. It made our working life interesting.

CRAWFORD: Well, I can see that it would. What guidelines did you follow in deciding how much land to dispose of? Did you try to keep a certain amount around reservoirs or within a certain distance?

FRINCKE: Yes. Now, I can only speak with respect to the reservations. There is a distinction--a reservation being around the dam that the TVA would retain permanently, and the reservoir lands were something else. But with the reservations my concern was how much land did we need for the containment of the dam, its purpose, its preservation, and its protection; also how it would serve the visiting public? The lands beyond that, in the reservoir, I was not involved in how much or what percentage of lands were to be disposed of. I was not involved in that phase;

that was the planners job. My job was to take over when it was decided that this land is for a park. So I would work on a park. Or this piece of land is now going to be sold for a private subdivision. My job was to design a subdivision.

Here was a new thing; lands were made available for private sale and use. This was a very large program that I had considerable to do with--the disposal of land to private people for the development of recreation homes. We called them cabin sites, but actually it was a recreation subdivision along the shorelines of these lakes, and the land was sold at auction.

We had hoped that private developers would initiate and develop subdivisions along the shoreline, but this didn't seem to come to pass at that time. So, in order to demonstrate and illustrate how the economical feasibility of recreation for private concern--TVA undertook this on a demonstration basis. As it ended up, we had designed and disposed of, I think, something like 150 different subdivisions throughout the whole chain of reservoirs.

CRAWFORD: How far did you go into development of those subdivisions?

FRINCKE: We designed them and built the roads, laid them out and prepared plats for the sale of the lots, and then the lots were sold at auction.

Now, when we first started we had minimum standards for road construction, but later on all of our subdivisions had to pass

local planning commission requirements. You see, in the meantime, we had been encouraging planning commissions in all of these communities. And when we started designing our own subdivisions, we ran into our own recommended regulations that had been adopted.

CRAWFORD: Well, that caused the creation of a better quality then, didn't it?

FRINCKE: Definitely. This was the objective. The planners had gotten these restrictions adopted in many of the counties to raise the standards of the subdivision, and then when TVA itself entered the business of selling subdivisions we had to build roads of a higher standard than we would have in order to make a better return on our surplus land. In a sense it was economics versus planning.

CRAWFORD: Where did you place these developments that you sold?

FRINCKE: This was a matter of land use planning that the recreational planners had done for the entire reservoir when they picked the site for a park or a commercial operation or for private lands and so on. This was part of the entire pattern. And the land branch was responsible for the sale of the lands, and they would say, "This year we will sell one subdivision on this lake, another subdivision on that lake, and

we have so much money to spend to build the roads for them." They had a budget program for each subdivision, and we would work within that.

An interesting thing is that the money came out of appropriated money for preparing the land for sale and then when it was sold at an auction sale the money was turned in to the federal coffers. It did not go back into TVA's disposal program. So, the cost came out of one pocket and the return went into another. In other words, you couldn't save money on one subdivision and apply it to another subdivision. They were totally separate entities. I think it was done on a very businesslike basis.

Many people criticized it, saying that "TVA can do things a lot cheaper because they've got their own construction forces and so on," and "It's not a fair comparison to private enterprise because private enterprise could not have done it as economically." I doubt this. But we did find that there was a considerable amount of private recreation and subdivision development resulting or following TVA's demonstration of these things.

CRAWFORD: A lot has certainly been done on this point. You have only to look along Pickwick and the other lakes to see that.

FRINCKE: Yes, I think Pickwick is a very good example where

private development has continued on what TVA had started. In other words, I think land is getting very scarce around our reservoirs for private development.

CRAWFORD: Are you still selling it?

FRINCKE: This I don't know. The program for subdivisions, I think, ended maybe five or six years ago--I'm not sure. But that went through a period of ten or twelve years and finally dwindled off until there were no appropriations for this kind of thing. I think perhaps there was a stop order. I think we had a change in federal administration of some kind, and somebody said, "Whoa! Put on the brakes; let's not get rid of all this land," so we had a reversal. So the idea, instead of disposing of land, got to be TVA could not dispose of its lands. Now you have to justify the disposal of land. There was a complete reversal and perhaps a justified one. And it pleased many within TVA who had criticized the rapid disposal program.

CRAWFORD: What factors did you take into account in planning the use of this land?

FRINCKE: Here again, I must say I was not the planner for use of the land; I was the designer for the development of it.

CRAWFORD: In drawing up your designs, what did you try to accomplish?

FRINCKE: Well, we tried to make better subdivisions than what had been made before. For example, many land speculators in the past--and even today--subdivide land with no relationship whatsoever to the topography. In other words, there are companies that buy up a block of land, and their engineer way up in Chicago will lay out a plan with fifty-foot lots purely for speculation purposes. And they have a big sales program and sell people land similar to the under-water lots of the Florida boom.

We wanted to avoid that kind of speculation on land and exploitation of people. Our program started out with having sufficient size lots so that the house sites would be a reasonable distance from each other. It was not based on acreage per lot, but rather on house sites themselves as applied to the topography. So, we had many cases of very large lots because the hinterland was not developable, but it could be used for other kinds of private recreation, the shoreline being the most valuable. And we tried to get as many attractive house sites along a shoreline as possible. Another criterior was the quality and character of the roads themselves. We wanted good standards of roads that would not be just adequate to sell the lot, but that those who lived there in the future would have decent access to their home site. I mean, these would become permanent homes eventually.

CRAWFORD: Did you plan the roads for these developments?

FRINCKE: Yes, this was my particular job; I was the designer for the roads.

CRAWFORD: In regard to your work with TVA, Mr. Frincke, could you give us some information about the people you worked with who contributed most?

FRINCKE: Yes. Of course, I've a lot of respect for my former bosses. I thought Mr. Earl S. Draper was an inspiring leader, an administrative type of leader, and he had a good concept of the objectives of TVA and the Board of Directors at that time. And I think he was also quite a help to them. He had a lot of ideas as a landscape architect and as a planner.

Along with him was Tracy Augur. I think Tracy Augur is now in Washington.

CRAWFORD: Yes, sir, just outside in Maryland. He isn't able to be interviewed however--not at this time.

FRINCKE: I think he was a great inspiration and had visualization of what the valley could become. He was the one who pushed the freeway principle. It was his leadership on that program that was significant.

Those two were, I think, my greatest inspiration as

landscape architects and planners. Then there was Carroll Towne, who became my supervisor, I think, after Draper left. He was a little different kind of man to work for, but I think he had some sound ideas.

CRAWFORD: Were you familiar with the architect, Roland Wank?

FRINCKE: Oh, yes, I didn't mention him before because he was an architect. Now, as far as architects go, I think I got my greatest inspiration as a designer from Roland Wank.

My training in Cornell University was in the School of Architecture, and we were the last of the old academic schools. Illustrating this point of view, if you were designing something as a student in school and it was entirely different than anything that had been done before, you were criticized with this question "Do you think that you can design better than McKim, Mead and White or Richardson, or some of the famous architects; do you think that you're better than they are? You better go copy some of their work." This was the idea on which I was brought up in school.

Incidentally, I had designed several bridges in the Westchester County Park Commission, and I was interested in bridge design here. One of the first things I did here was to design some bridges for the freeway. And Roland Wank, being the architect, just let drop a few little words about design of bridges, simplicity, and so on, and it just dawned on me, "I can do my own thinking about

designs."

And he was the greatest inspiration for modern design as far as I'm concerned and thinking in needs of the times rather than what past architects had ever done. And I was very sorry when Roland left TVA because I think he set the pace for architecture in the Tennessee Valley and in, I think, other government work. He also made architects a part of the engineering team. He was a personality that could sell his design and be very persuasive that there was something behind them. And I think he attained national recognition as a result of some of his work here at TVA.

CRAWFORD: I believe a good deal of writing was done about TVA architecture in the thirties.

FRINCKE: Oh, yes. In the profession itself one says, "Well, you get a lot of publicity if you send it in." Well, I don't know whether Roland Wank sent a lot of his inspirational work in or whether they came to get it from TVA. And I like to believe that the outside--the profession itself--came to see the Tennessee Valley Authority's work rather than the Tennessee Valley showing it off to others, if you understand what I'm talking about.

CRAWFORD: Yes.

FRINCKE: I think they came to see what we had and they wanted to see this modern concept of architecture.

CRAWFORD: It was certainly well publicized. I've read several articles on it published in the thirties.

FRINCKE: Yes. And I think of the critics--Lewis Mumford and others who are critics of architecture--I think that they had all good things to say about TVA's architecture and its leadership in architectural work. And I think Roland Wank was the greatest inspiration for this kind of thing.

I was very sorry that he left TVA, and I had expected when he left TVA, we were going to see him elsewhere--I mean, big things, but he got into the big New York rat race. I think he joined a firm up there. But there are a lot of firms in New York, and I can't identify Mr. Wank with any other big project. He probably has done well, but I just don't know.

CRAWFORD: Well, TVA was one of the leading areas of architecture I believe in the thirties, as it was in engineering work and planning.

FRINCKE: Yes, it was, because it was a new agency with money to do something. In the thirties nobody had any money, so we were the only ones that were doing anything, so we were the only ones that had something to show. I don't know whether that's good or bad, but this is what it amounted to.

CRAWFORD: And you were free from some of the old bureaucratic patterns, too, that earlier agencies had developed.

FRINCKE: Definitely. This was a unique thing and one of the gratifying and easy things to work with in the organization such as TVA. It was a government agency just like the Bureau of Public Roads and the Department of Agriculture, but they are headquartered in Washington. We were headquartered here in the Valley and all decisions were made in the Valley in the context of the Valley. I think this was a unique thing. Now, whether that remains today, I am not sure. I feel that the climate--the atmosphere--has changed somewhat. I think Washington looks closer on what the details of our program are, which they did not do before.

CRAWFORD: I think you do have more scrutiny by the White House and the Bureau of the Budget now than previously.

FRINCKE: Yes, yes. In other words, we were doing such a good job here, and the political climate was such that "TVA is okay; they're doing a wonderful job." This is another thing; it was a demonstration. How could an organization away from Washington operate? Could it be successful? And we proved ourselves to be successful.

The only question that always remains in my mind is: if it was so successful, why weren't there more TVAs. I suppose that's been asked before.

CRAWFORD: I don't know, but it may be that TVA, successful

though it was, was contrary to the usual American pattern of government, which is not regional, you know. It is division by functioning executive, legislative, judicial and then many administrative divisions, but all of it is according to some national function.

FRINCKE: Uh huh.

CRAWFORD: And this, while it has been very effective--is not a usual thing in the way American government is put together.

FRINCKE: Well, you see we get many foreign visitors, and they ask the same question. They say, "Well now, if it was good for the TVA and did such a wonderful job for parts of seven states, why don't they have more such undertakings?"

CRAWFORD: Why do you suppose though?

FRINCKE: I think it's a political reason. Let's not upset the establishment.

CRAWFORD: I think it would upset the way many things are put together if you had TVAs on a large scale.

FRINCKE: Well, we have the same thing here in the cities.

We combine the city and the county governments. Well, just think what that would do to many, many positions and jobs if they did combine them. The same would apply here. I mean, people looking after their own. I think it's all right; it may yet come about. I do know that even though we haven't gotten more TVAs in the United States--or authorities such as we are in the United States--we have similar organizations in other countries of the world that are based on the TVA theory.

CRAWFORD: You've certainly had a lot of foreign visitors through here.

FRINCKE: Yes, that has been a big activity, and I have enjoyed or had the privilege of talking to many foreign visitors as a result of my experiences at TVA. And since TVA decided I was good enough to send me to Israel to make a speech about TVA, I felt that the least I could do is talk to some of these foreigners that come to this country and to tell them what I thought about TVA and how they operate it, principally, in relation to my phase of its work. I've enjoyed talking to these foreign visitors. It is quite an experience to talk to a foreign visitor about TVA. Well, you as an interviewer know that some you don't get anything out of; others, why, you feel you're getting ideas across to them.

CRAWFORD: Why do you suppose TVA was as successful all the way



through as it was?

FRINCKE: Well, that's a pretty big question to ask little old me. But, in my opinion, I think in the first place, there was a need for it. There was money made available in an area that was pretty low on an economic scale. Here was a big government payroll as well as new personnel, but a large sum of money was being poured into the valley and being spent for jobs and for things that would continue to be permanent. So, this was a form of pump priming at first, which I think was a successful form of pump priming.

CRAWFORD: Well, I think the pump certainly needed priming in the valley at that time. Did you notice a general improvement in the valley that you would attribute to the work of TVA?

FRINCKE: Well, of course, as an employee, you feel a little biased in this respect and you live here and you work here and you don't get out to see the rest of the country, and so you think that everything that has happened in the valley is just due to your great efforts in TVA. You see, you get so engrossed that you get somewhat biased. I do feel that TVA is definitely instrumental in the great progress that has been made.

It's sort of like when we first came to Knoxville, every other store on Gate Street was empty. Then TVA came in with two or three thousand employees, and the stores began to

fill up and be busy. There's no question the Valley has improved but so have other parts of the country. We in TVA organization think we are greatly responsible for the Valley.

CRAWFORD: What part of your work for TVA, Mr. Frincke, did you enjoy most of all?

FRINCKE: I enjoyed being a designer and seeing things that I designed get built and used. I must say I did at one time hope to get my picture on the front page of Time magazine. I mean, this is what a kid always wants to do, but I think half way through the thing I decided that I was not that good, and I better enjoy the capabilities that I did have and was able to produce for TVA. And when I came to the understanding that I wasn't going to be a world reknown landscape architect--I was just going to be a TVA landscape architect--I wanted to be their best one.

CRAWFORD: But you can travel through the TVA area now seeing things you've designed in operation, can't you?

FRINCKE: Oh yes, and that is a very gratifying feeling. You feel real good. Well, I guess a school teacher likes to see one of her pupils become a success. Well, I feel the same way about one of my parking lots; or whatever I designed. And I drive by and see half a dozen or three or four or filled with cars, I'm right pleased. Well, it's in a good location. People are

using it, and this is my contribution. I feel like I've done something. And this is a pleasure any designer gets, I guess.

CRAWFORD: Yes. Is there anything else that you would particularly like to make a note of at this time?

FRINCKE: No, but I'm sure when I get home, I'll think of something.

CRAWFORD: I would like to get a copy of your paper that you delivered in Haifa, Mr. Frincke.

FRINCKE: Now, I wonder if I might go upstairs or wherever my old division is--they may have a copy right here. I'll take a few minutes and see if I can find one for you today.

CRAWFORD: Fine, thank you, sir.



